

Kennesaw State UniversityTM

2012 Campus Master Plan

August 24, 2012



TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	PG. 1-2
2. INSTITUTIONAL CONTEXT	PG. 3
3. KSU VISION	PG. 3
4. MISSION	PG. 3
5. GOALS	PG. 4
6. PLANNING GOALS	PG. 4-8
Open Space Diagram	PG. 9
Vehicular Circulation and Parking Diagram	PG. 10
7. DEVELOPMENT ISSUES AND CONSTRAINTS	PG. 11
8. SPACE COMPARISONS AND PROJECTIONS	PG. 12-15
9. CHANGES AT KENNESAW STATE UNIVERSITY	PG. 16
Phase I	PG. 17
10. THE MASTER PLAN	PG. 18
Illustrative Plan	PG. 19
Illustrative Plan and Aerial	PG. 20
11. PHASING/IMPLEMENTATION PLAN	PG. 21-27
Phase II Diagram	PG. 24
Phase III Diagram	PG. 26
Building Use Diagram	PG. 28
Illustrative Plan and Aerial	PG. 29
12. APPENDICES	
Appendix A – KSU Master Plan Committees	PG. 30-32
Appendix B – KSU Master Plan Presentations	PG. 33-34

1. EXECUTIVE SUMMARY

Kennesaw State University's 2012 Master Plan for future development will shape the physical makeup of the campus in support of the campus mission and strategic plan for many years to come. The Master Plan would not be a success without the help and input received from students, staff and faculty that played a vital role in the several committees involved in the planning process. The outside community, KSU Foundation, and Board of Regents were also involved with the planning process. A list of these committees can be found in the Appendix.

The Kennesaw State University (KSU) main campus, located in Cobb County, Georgia, consists of 384 acres of land off Chastain Road in a successful and emerging business district. The campus is easily accessible from Atlanta and northwest Georgia. Kennesaw State University opened in September of 1966 with a student body of 1,104. Fall 2012 enrollment was 24,604 making KSU the third largest public university in the University System of Georgia. Kennesaw State University's new 2012- 2017 strategic plan builds on the foundation laid by KSU's earlier strategic plans. The plan's vision of "Kennesaw State University will be a nationally prominent university recognized for excellence in education, engagement, and innovation" is supported by five major goals.

During the planning process, a decision was made to develop the core campus character and capacity to service 30,000 students. Five thousand additional students may be accommodated with off-campus development and by utilizing technology and online learning. The build out of the core campus is the main focus of this Master Plan. Goals for the campus, land use, image, open space and circulation are all developed in the Master Plan. Much work is needed to properly accommodate the projected total 35,000 enrollment and can be accomplished only with the full involvement of the KSU Foundation, University System of Georgia, and other key members of the community.

In general, Kennesaw State University operates with much less space per student compared with other universities. Classroom and lab space is at a premium making space optimization and utilization critical. There is not enough office space available on campus to adequately accommodate the current faculty and staff. New facilities are highly recommended for capital funding in the near future to solve some of the significant space shortages. Athletics has moved to Division I and a separate Athletics Master Plan is being completed as well as plans for additional sports including football.

Over half of the curriculum and faculty were added to KSU over the last 15 years. Student enrollment has more than doubled during the same time period. Although KSU is a USG model of excellence for its quality of service in Georgia, the amount of space available to function properly has not remained on par with peer institutions. To meet Master Plan goals and USG growth assumptions, KSU must have access to significantly more space and increased funding for expansion.

KSU has been fortunate to receive funding for the design and construction of significant new facilities over the past several years and positive changes have occurred. Based on square footage increases, approximately 62 percent of campus

facilities have been constructed in the past 10 years. Even with these additions, an additional 1,371,466 assignable square feet will still be needed to meet CEFPI space standards for the target on-campus enrollment of 30,000.

The primary goal of the updated Master Plan is to accommodate the future growth in facilities while nurturing an exemplary living and learning environment. While the plan defines future projects and identifies specific sites for buildings, open space, and infrastructure, the primary purpose is to provide a framework for making informed decisions about growth and change on campus. Phasing opportunities exist if certain projects cannot be built at one time because of funding limitations.

A strategy of phased development based on space needs and the KSU capital plan is required to realize the Master Plan. The cost of the projects outlined in the plan is estimated at \$1,316,400,000. The exact timing and sequence of projects should be based on the availability of funds. The implementation plan and timeline will certainly evolve as future planning and funding occurs. The intent of Kennesaw State University's Master Plan is to allow for phasing and continuous improvement, while providing a framework for future development and growth.

The detailed KSU Master Plan Document can be found on the Facilities Planning and Design Services website at <https://web.kennesaw.edu/facilities/content/master-plan>



1. INSTITUTIONAL CONTEXT

The Kennesaw State University (KSU) main campus, located in Cobb County, Georgia, consists of 384 acres of land adjacent to a residential neighborhood in a thriving business district. The wooded character of both the residential community and the campus lends KSU a suburban campus charm. This contrasts dramatically with I-75 and Chastain Road, main traffic arteries in Cobb County that border the university on the eastern and southern edge. Located northwest of Atlanta, KSU benefits from its setting in a professionally oriented, rapidly developing suburb of one of the nation's fastest growing metropolitan areas.

Among the largest and fastest growing universities in the state of Georgia, KSU first opened its doors in September 1966 as a junior college with a total student body of 1,014. Continuous enrollment growth and expansion have made KSU the third largest public university in the state, with a student body of 24,175 as of Fall 2011.

A large percentage of students attending Kennesaw State University are graduates of surrounding high schools and residents of the adjacent counties. The university is committed to expanding its academic programs to accommodate the interests of national and international students, provide increased graduate opportunities at the masters and doctoral levels, and build on its partnerships across the region and the globe. The accessible location, academic standards, and student life opportunities will continue to attract traditional and nontraditional students alike.

2. KSU VISION

Kennesaw State University will be a nationally prominent university recognized for excellence in education, engagement, and innovation

3. MISSION

Kennesaw State University provides exceptional undergraduate, graduate, continuing, co-curricular, and community educational opportunities. KSU educates students who become capable, visionary, and ethical leaders in their chosen professions and careers, and who are engaged citizens with global understanding and a love of learning.

The university's research, scholarship, and creative activities expand knowledge, contribute significantly to economic development, and help improve the quality of life in the local community, Georgia, the nation, and the world.

KSU students, faculty, and staff engage with local, state, regional, national, and international communities to improve those communities and the university.

Kennesaw State University promotes open and honest intellectual inquiry, and inspires professional, personal, and social excellence throughout the KSU community. A detailed strategic plan was developed in 2012 and can be accessed at: http://www.kennesaw.edu/president/pdfs/strategic_plan.pdf

4. GOALS

The following major goals are included in the 2012-2017 Strategic Plan:

Goal 1

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.

Goal 2

Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with the Complete College Georgia initiative, while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.

Goal 3

Become more engaged and prominent in the local community, Georgia, the nation, and the world.

Goal 4

Enhance the collegiate experience, and foster a welcoming, diverse, and inclusive environment.

Goal 5

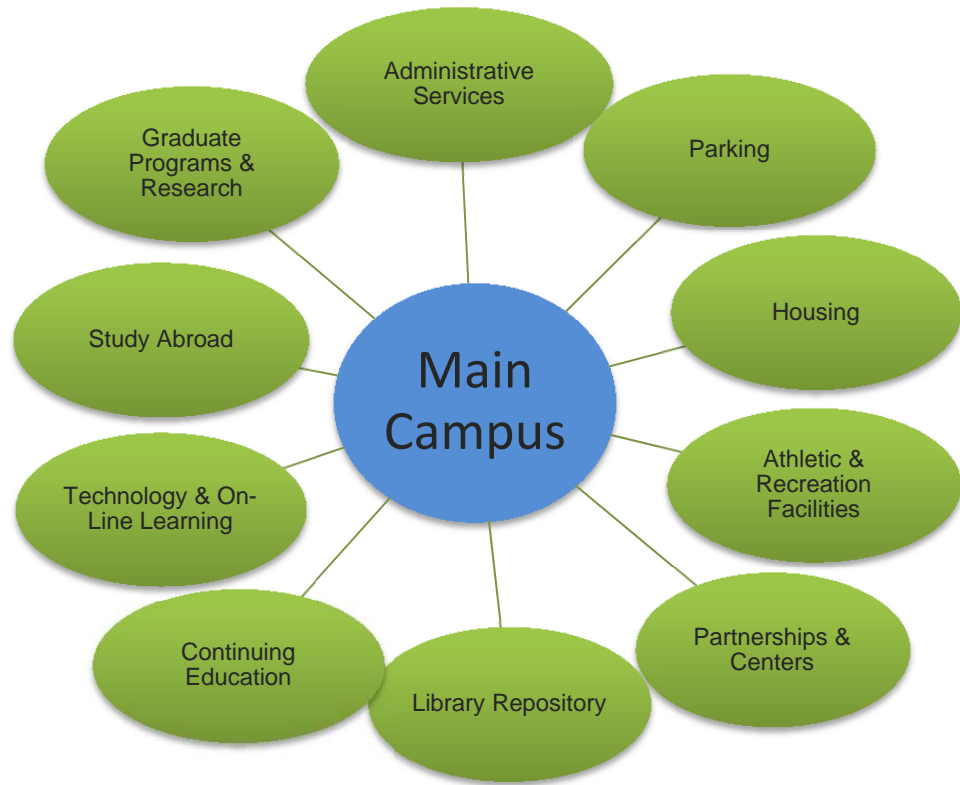
Expand resources, and improve operational efficiency and effectiveness.

5. PLANNING GOALS

Early in this planning process a major decision was made to develop the core campus character and capacity to serve 30,000 students. Of particular note, parking and other components are sized for the projected 30,000 core campus student population. Five thousand additional students may be accommodated with off-campus development and by utilizing technology and online learning. The build-out of the core campus is the focus of this Master Plan, even though off-campus programs and enrollment are addressed. Detailed plans may be developed for Chastain Pointe, KSU Center, and Town Point. Eighty-eight acres were also purchased by the KSU Foundation for a sports and recreation park. A new stadium, fields, and recreation facilities are already in use.

Much work is needed to properly accommodate the projected 35,000 enrollment and can be accomplished only with the full involvement of the KSU Foundation, University System of Georgia, and other key members of the community.

Various partnerships, off-campus opportunities, and satellite centers have been discussed during campus meetings. Ideas for off-campus components are documented in this report, and it was determined that KSU should continue to strive to accommodate a significant off-campus enrollment. Continuing technological developments should lead to additional off-campus opportunities for online courses, hybrid courses, and possibly broadcast courses. Another possibility identified is partnering with outside organizations to use their space for academic classes. A model for this form of partnership is currently being implemented by the Bagwell College of Education with Cobb County Schools. Also, the Paulding Instructional site, which opened in Fall 2009, is a partnership with Georgia Highlands College. The diagram below was developed to document ideas for off-campus opportunities.



Off-Campus Opportunities

OFF CAMPUS OPPORTUNITIES:

For the purpose of this report, Town Point and Chastain Pointe are considered to be off of the core campus, but are a part of the main campus since they are relatively close to the core. A number of programs may be accommodated at Town Point, Chastain Pointe, KSU Center or future property that may be acquired. The following programs and functions have been considered for possible relocation off of the core campus as space becomes available.

- Early Childhood Learning Center
- Educational Technology and TRAC
- Certain Labs or studios for the College of the Arts
- Certain Athletic and Intramurals fields and facilities
- Upper Division Courses – teaming with USG or other partners
- Graduate Cohorts– Especially in Business, Education, and Science
- Specialized Research Programs
- Continuing and Executive Education Expansion – in support of corporate partners
- Additional Housing and Parking
- College of Business Expansion
- Distance Education/Testing Center
- Campus Services and Administrative Units:
 - Office of Diversity/Ombuds
 - Strategic Security and Safety
 - Public Safety
 - Financial Services
 - Campus Auditor
 - Grants & Contracts
 - Enterprise Systems & Services
 - KSU Press
 - Additional Library Repository
 - KSU Surplus/Storage
 - Career Services
 - Overflow Office Space

THE FOLLOWING GOALS ARE ESSENTIAL TO THE KSU MASTER PLAN:

Campus Goals

- Enable KSU to transform to a doctoral-intensive environment.
- Support a full student living and learning environment and expand student life programs.
- Foster interdisciplinary coordination.
- Provide for successful transition to NCAA Division I Athletics programs and create additional sports, including football.
- Build and acquire additional buildings and continue to explore off-campus opportunities for growth.
- Strengthen strategic USG alliances and corporate partnerships.
- Increase funding and hire more faculty and staff.

Land Use Goals

- Continue to provide environmentally friendly solutions and reinforce the existing commitment to campus sustainability.
- Focus learning and living facility development to be mainly within the existing core campus or conveniently located with reliable access provided by shuttle or properly designed walkways.
- Strengthen KSU college identities – cluster new facilities next to existing buildings to reinforce academic neighborhoods on core campus.
- Develop strong pedestrian circulation that connects these academic neighborhoods and also consider bikeways, ADA, and service access.
- Cluster student services and student life facilities next to Kennesaw Hall, the Student Recreation and Activities Center, and the Student Center.
- Cluster additional student housing adjacent to University Place and University Village.
- Add density to the campus core by going vertical.
- Utilize existing surface parking lots for new campus development sites.
- Structure expanded or replacement parking on multiple levels to conserve land and expand the new campus shuttle system to serve convenient off-campus parking locations. Off-campus parking options should continue to be aggressively pursued to avoid the expense of building parking decks when possible.
- Utilize existing one and two-story building sites for long-term campus redevelopment.

Image Goals

- Build upon the character, massing, and style of recent campus construction.
- Reinforce edges, scale, and wayfinding along campus pedestrian corridors.
- Strengthen the “invitational” character of the campus through enhanced landscape and signage and the views from Chastain and Frey Roads.
- Preserve certain wooded areas of the campus including the Pink Lady Slipper area, the Arboretum, and the wooded area around Jolley Lodge.
- Upgrade and renovate the library.

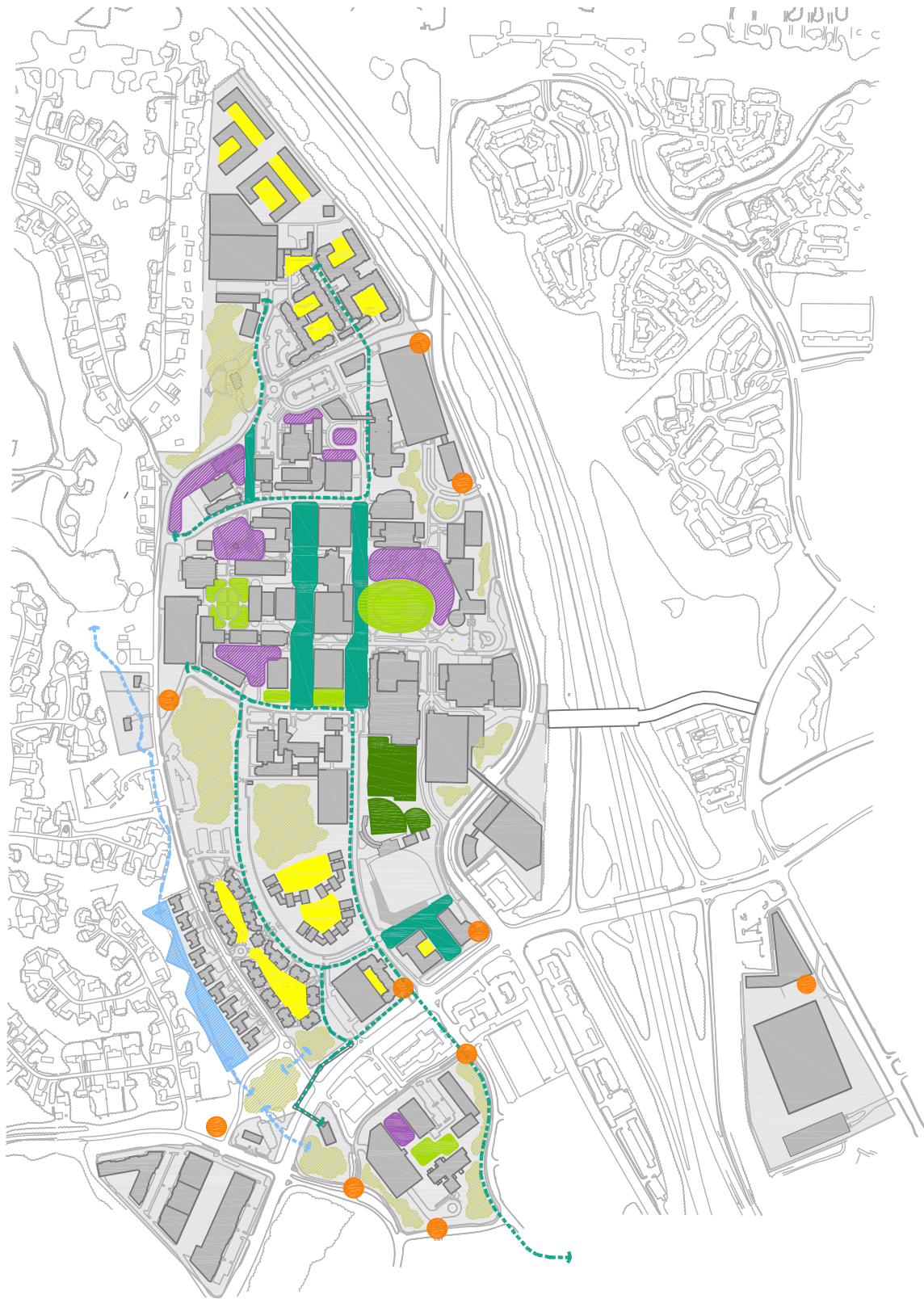
Open Space Goals

- Reserve the existing Arboretum for science and passive recreation programs.
- Continue to reserve some open space for recreational activities and athletics.
- Strengthen the north/south walkway from University Village to the Campus Green to create a Campus Spine – extend this spine to Chastain Road and connect to the future multi-use trail that will be constructed from main campus to the Sports Park.
- Extend the Campus Mall between the library and Student Center to Wilson and the Science/Mathematics Buildings.
- Reinvigorate the original 1960s campus quad.
- Improve landscape and view of campus along I-75.

Circulation Goals

- Work with Cobb County to provide simpler and safer pedestrian, bicycle, and vehicular connections on and around campus.
- Locate walk/run trails within the campus perimeter and enhance bicycle routes.
- Explore opportunities to expand the campus shuttle service to link KSU facilities on and off campus – especially to the Sports Park, Cobb CCT Stations, and Town Center Mall.
- Build additional parking structures at the campus perimeter.
- Limit vehicular access on the campus core.
- Provide a new campus “front door” for visitor drop-off, parking, and information off Frey Road.
- Coordinate improvements with the community planning efforts for the Town Center Community Improvement District and Cobb County government.

The following two diagrams illustrate the open space and circulation goals mentioned above.



May 2012



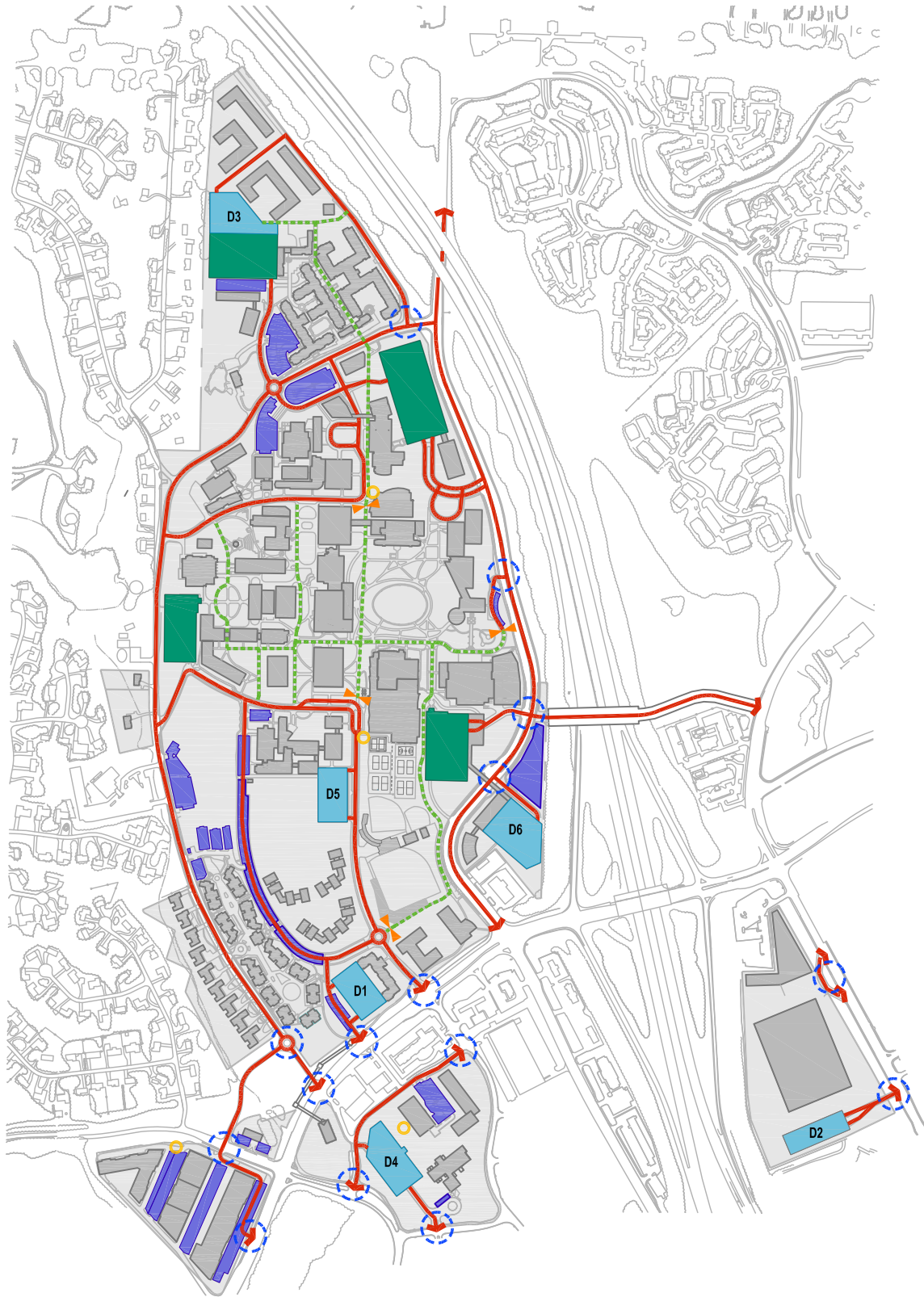
PERKINS + WILL

Legend

- Active Lawn
- Residential Courtyard
- Pedestrian Greenway
- Multi-Purpose Trail/Path
- Sport/Play Field
- Sculpture Garden
- Spillway Reserve / Floodplain
- Creek/Stream/Drainageway
- Gateway Planting/Landmark
- Woodland / Grove

Open Space Framework

Kennesaw State University
Campus Master Plan










May 2012



PERKINS
+ WILL

Legend

-  Existing Surface Parking
-  Existing Structured Parking
-  Proposed Structured Parking
-  Public Circulation Route
-  Limited Access Route
-  Intersection Improvements
-  Gates for Limited Access

Vehicular Circulation And Parking Framework

Kennesaw State University
Campus Master Plan

6. DEVELOPMENT ISSUES AND CONSTRAINTS – CAMPUS CARRYING CAPACITY

In general, Kennesaw State University operates with much less space per student compared with other universities. In fact, there are extreme space needs in all of the colleges and almost every unit of KSU. The planning team has not found a comparable university that provides such quality programs with so little space. KSU is already beyond its capacity compared to national standards for space per student although these challenges are overcome by the creativity and innovation that thrives at KSU.

The space analysis conducted as a part of this Master Plan demonstrates an alarming space deficit for KSU. Classroom and lab space is at a premium, and many students have difficulty scheduling the classes they need to graduate. Space optimization and utilization of classroom seats and lab stations are critical. There is also not enough office space available on campus to adequately accommodate the current faculty and staff. New facilities are highly recommended for capital funding in the near future to solve some of these significant space shortages.

Future campus growth may be limited by the vehicular circulation and parking infrastructure. Parking is already a major concern for the campus community, but could become an even more serious problem in the next few years. KSU should give particular consideration to providing additional parking in a timely manner. New buildings will be built on existing surface parking, so those parking spaces must be replaced before the campus has reached its parking demand capacity. A campus shuttle system has been implemented and will need to expand significantly.

Presently, there is a small surplus of parking spaces, but as more buildings are constructed on existing surface lots, enrollment increases, and peak hour classes are increased, parking will continue to be a serious challenge. Additional housing will also significantly impact parking demand, and the timing of the next phases of housing should coincide with the construction of additional parking. KSU should begin the process for funding future parking structures immediately since planning and execution requires a multi-year process. Off campus parking opportunities and other shuttle options should also be evaluated and pursued. KSU should continue to work with Cobb County to improve transportation options and traffic congestion in the general area.

Campus development may also be constrained by the utility infrastructure. There are 11 segments of sanitary sewer located off campus on Campus Loop Road that are quickly reaching capacity to properly convey the existing sewage flows. The referenced sewer line is located in the downstream portion of the county system. The segments will need to be replaced by the county in the near future, and two additional county segments may also need to be replaced because they will be impacted by the replacement of the other segments. The sanitary sewer system along Campus Loop Road belongs to the Cobb County Water System, and KSU has already communicated with the county multiple times to help assure that the required upgrades are done in a timely manner. KSU has significant capacity and power issues that will need to be resolved to accommodate the additional facilities that are needed and for the campus computer server system. A separate utility Master Plan was completed to update the campus infrastructure plan. A \$5 million

campus utility infrastructure expansion is also planned and has been requested as a part of the USG capital planning process to be funded by 2018.

KSU is unable to apply for certain research grants because there is almost no space available to perform these functions. Many opportunities could be realized with more space for research and special projects. A \$4.4 million library renovation project has been requested as a FY14 Small Capital Project Request.

Athletics has moved to Division I, and space is currently inadequate for a typical Division I program. A separate Athletics Master Plan is being updated, and several new projects and programs are currently being developed. Major off-campus expansion may be appropriate to help serve the needs of various athletic teams, and an overall plan for this is anticipated in the near future. The addition of a football program and other sports is being pursued along with a fund-raising effort to help make this a reality.

Future land acquisition for the development of the core campus is constrained by I-75 to the east, Chastain Road to the south, and the Pinetree neighborhood to the west. Strategic opportunities for locating programs or services off the core campus will continue to be identified and considered to help accommodate a portion of the expected growth.

Enrollment growth management has been a priority for KSU for many years, but all of the issues identified above must be considered if KSU is going to find ways to grow significantly in the future while maintaining the quality programs it has today.

7. SPACE COMPARISONS AND PROJECTIONS

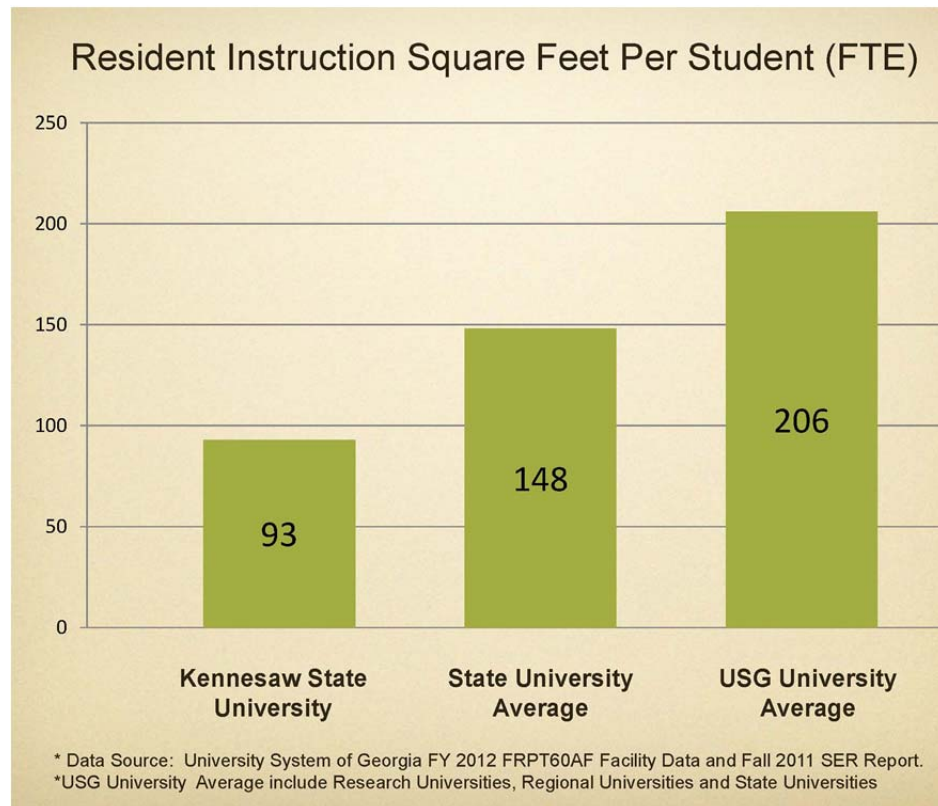
Over half of the curriculum and faculty were added to Kennesaw State University within the last 15 years. Consequently, KSU has developed fresh approaches to the instructional, service, and research missions of the university. Student enrollment has also more than doubled during the same time period. KSU's student population continues to grow at a faster rate than any other four-year institution within the University System of Georgia. This rapid expansion is partly due to the explosive growth in the Atlanta metropolitan area and to the university's location in Cobb County.

KSU has been forced to develop innovative approaches to accommodate more students. The university is conducting classes seven days a week, evenings, and off-campus for its consistent core of nontraditional students, while at the same time meeting the needs of a growing number of traditional students. Although Kennesaw State University is a USG model of excellence for its quality of service in Georgia, the amount of space available to function properly has not stayed on par with peer institutions.

KSU serves a diverse population and provides access for college-bound traditional students as well as professionals seeking enrichment and graduate degrees. Nevertheless, USG Fall 2011 figures show that at 93 square feet per FTE, KSU has a dramatically lower resident instruction square footage than the state university average of 148 square feet per FTE and the USG university average of 206 square feet per FTE. Comparing KSU to the University System of Georgia university average

shows that KSU has less than 45 percent of the USG university average. It is important to note that KSU data is included in the comparison graphs and drags these averages down significantly by having the lowest number in each group.

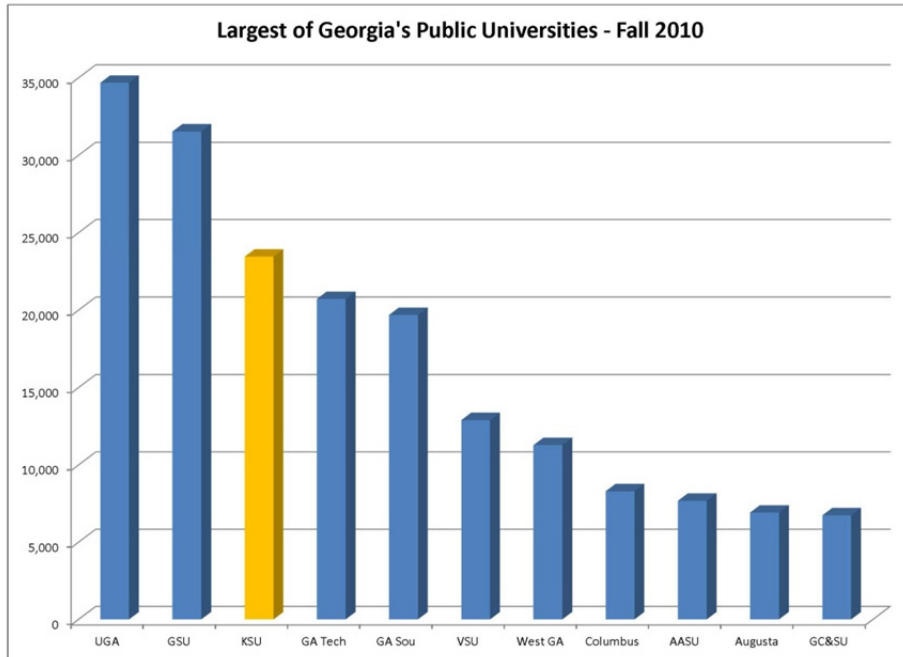
State University and USG University Average



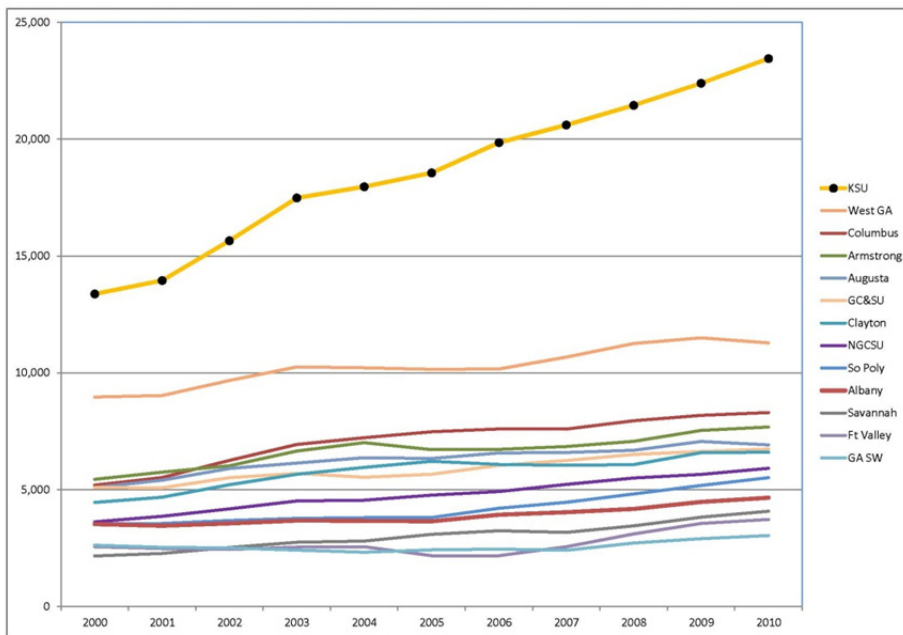
The graphs on the following page illustrate how KSU's enrollment compares to the largest universities in the USG system, and how KSU's enrollment growth compares to the other state universities in the USG system.

In summary, to meet Master Plan goals and USG growth assumptions, KSU must have access to significantly more space than it currently has and increased funding for expansion.

To meet USG and national guidelines for its programs and enrollment, KSU should ideally expand its facilities by **2,030,948** gross square feet (GSF). This would provide total campus square footage of 4,044,462 GSF (see page 15). This should be a clear priority for the state of Georgia to meet important goals for higher education.



FALL 2010 ENROLLMENT FOR THE LARGEST PUBLIC INSTITUTIONS IN THE UNIVERSITY SYSTEM OF GEORGIA
 (Includes Research, Regional and State Universities)



UNIVERSITY SYSTEM OF GEORGIA – STATE UNIVERSITIES ENROLLMENT GROWTH FALL 2000 TO FALL 2010

CAMPUS SPACE PLANNING ANALYSIS

The following projections have been completed by Perkins & Will for general space needs as well as residential and parking-related targets. The proposed ratio of resident instruction square footage per student (FTE) is 147. This would bring KSU closer to the state university average space per student and a total gross square footage of 4,044,462. There is also a projected need of 6,000 beds and 16,000 parking spaces.

Kennesaw State University Preliminary Benchmarks 30,000 Headcount

	ASF/FTE used	Spring 2011 Existing ASF	Projected Need ASF	Variance
100 Classrooms + Service	13.00	146,746	358,800	(212,054)
200 Labs + Service	14.00	198,865	386,400	(187,535)
300 Offices	28.00	475,356	772,800	(297,444)
400 Study / Library	14.00	48,714	386,400	(337,686)
500 Special Use	11.00	147,521	303,600	(156,079)
600 General Use	11.00	180,476	303,600	(123,124)
700 Support*	4.00	49,738	110,400	(60,662)
800 Health Care	0.25	10,018	6,900	3,118
	95.25	1,257,434	2,628,900	(1,371,466)
ASF/27,600 FTE	95.25	45.56	95.25	(49.69)

Population Target

Headcount (HC) (on campus)	30,000
Proposed HC/FTE ratio	0.92
Full Time Equivalent (FTE)	27,600
Target Assignable Square Feet	
Gross Square Feet (ASF to GSF Ratio)	0.65

2,628,900
4,044,462 **

4,044,462 Gross Square Feet (not including housing and parking) is needed to accommodate an enrollment of 30,000 students on the core campus. The following tables are for housing and parking.

	Existing Beds	Projected Beds	Variance
900 Residential Facilities	3,497	6,000	(2,503)
		0.22 (Ratio Bed/FTE)	
	Existing Stalls	Projected Stalls	Variance
750.x Parking (stalls)	0.5	12,159	16,031 (3,872)

* Support facilities square footage does not include parking decks

** The gross square footage space needs projection of 4,044,462 is being used as a guide in the creation of the Campus Master Plan, (see page 21 for comparison).

8. CHANGES AT KENNESAW STATE UNIVERSITY

KSU is determined to serve the varied academic needs of the nontraditional student while fostering a traditional academic environment and enhancing graduate offerings. Without additional classroom, laboratory, and office space, it will be difficult to maintain the high academic standards KSU has attained.

Concerns based on past attempts to meet space needs include:

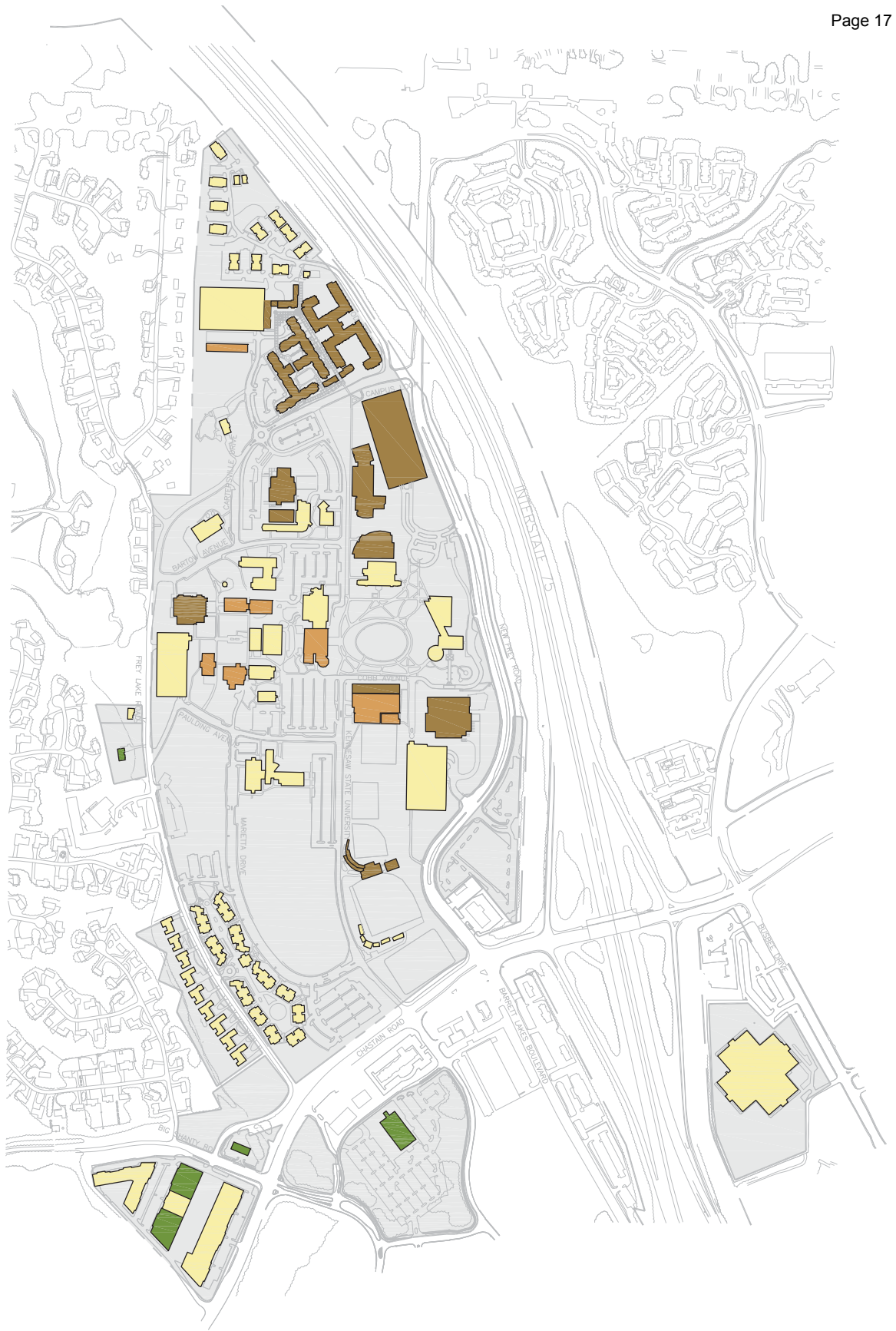
- Receiving funding for the needed academic, administrative, student life, and parking facilities.
- Starting and completing all master-planned facilities within a meaningful time frame while keeping pace with enrollment growth.

KSU has been fortunate to receive funding for the design and construction of significant new facilities over the past several years and positive changes have occurred or are underway. Based on square footage increases, about 62 percent of campus facilities have been constructed in the past 10 years. Recent construction activity includes:

1. Several facilities projects that were recently completed provide optimum classroom configurations, quality faculty office space, collaborative administrative office space, student life, recreation, and housing opportunities.
2. A new Health Sciences Building, "Prillaman Hall," was completed in 2010.
3. The new Central Parking Deck and University Village Suites were completed in 2008.
4. A new dining hall, "The Commons," was completed in July 2009.
5. The KSU Sports and Recreation Park is being completed and already includes the "Owls Nest" Complex and a new 8,500-seat stadium.
6. A new Science Laboratory Building will be completed in Fall 2012.
7. The second phase of University Place Housing will be completed in Fall 2012.

Even with these new additions to campus facilities, it is critical to note that KSU will still be drastically below its benchmarked space guidelines. An additional **1,371,466** assignable square feet will still be required to meet USG and CEFPI space standards for the target on-campus enrollment of 30,000. A complete Capital Project Request is submitted to the State each year. However, significant funding is necessary beyond that to achieve the Master Plan's goals and acquire an appropriate amount of space for KSU.

The following page shows Phase I from the 2006 Master Plan, which illustrates the projects that have been completed since 2005.



July 2009



**PERKINS
+ WILL**

Legend

- Existing Facilities
- Major Renovation
- New Construction
- New Acquisition or Rental

Facilities Complete or Under Construction 2005 - Present

Campus Master Plan

Kennesaw State University
Campus Master Plan

9. THE MASTER PLAN

The primary goal of the updated Master Plan is to plan for future facilities that will complement KSU's exemplary living and learning environment. While the plan defines future projects and identifies specific sites for buildings, open space, and infrastructure, the primary purpose is to provide a framework for making informed decisions about growth and change on campus. Phasing opportunities exist if certain projects cannot be built at one time because of funding limitations.

In addition to solving the specific issues of programs, the plan outlines the means for creating a campus that better serves the unique needs of the commuter student while providing a truly collegiate experience. One of the major objectives in accomplishing this goal is the development of a pedestrian-focused campus.

Another important concept achieved by the Master Plan is strengthening academic neighborhoods on campus. These distinct neighborhoods not only define a physical building district on campus, but also relate to specific academic pursuits, including:

- College of the Arts
- Coles College of Business
- Bagwell College of Education
- Wellstar College of Health and Human Services
- College of Humanities and Social Sciences
- College of Science and Mathematics
- University College

This concept of academic neighborhoods enhances the sense of identity for each college and adds a sense of coherence to their physical environment.

The importance of enhancing KSU's invitational character in the community is realized in the Master Plan with the development of recognizable campus edges and entry points. Local materials and typical construction materials, such as the Kennesaw Stone, are used in campus entries, which reflect the campus' friendly and familiar character. Improved signage along I-75 is recommended to make KSU more visible along this major interstate. Parking is redistributed in parking garages located at the campus perimeter and off campus. This arrangement of buildings with a central pedestrian core and perimeter parking creates a safe, enjoyable, and memorable environment for students and faculty. Handicapped access, service, and emergency access to all buildings will be maintained, if not improved in most cases. If direct road access is not available to a building, alternatives will be provided such as pedestrian walks built to sustain the load of trucks or fire engines. These areas would be limited access, restricted with bollards or other traffic controlling methods.

The illustrative campus plans on the following pages show the overall core campus plan as well as the expanded campus that includes the new Sports and Recreation Park.









July 2012



PERKINS
+ WILL

Legend

-  Existing Facilities
-  Future Buildings
-  Parking Structures
-  Future Parking Structures
-  Future Bridge
-  Future Multi-Use Trail

Recommended Project Sites

Kennesaw State University
Campus Master Plan



July 2012



PERKINS
+ WILL

Legend

-  Existing Facilities
-  Future Buildings
-  Parking Structures
-  Future Parking Structures
-  Future Bridge
-  Future Multi-Use Trail

Recommended Project Sites

Kennesaw State University
Campus Master Plan

10. PHASING / IMPLEMENTATION PLAN

The following section describes the phased development required to realize the Master Plan. The strategy was developed based on space needs and the KSU capital plan. The estimated cost of the capital projects outlined below is approximately **\$795,400,000** not including parking or housing projects, which are funded separately. The estimates are based on 2012 construction dollars and should be inflated for the year built. The anticipated year of completion will be aggressive and optimistic due to KSU's extreme need. The exact timing and sequence of projects will ultimately be based on the availability of funds. As of Fall 2011, KSU has **2,013,514** gross square feet (GSF) of building spaces on campus (not including parking decks and housing).

The following charts show the anticipated square footage that will be added with planned capital projects. The charts indicate the following:

KSU MASTER PLAN SPACE SUMMARY			
	PHASE II	PHASE III	TOTAL
PLANNED CAPITAL PROJECTS	968,106	1,364,143	2,332,249

- **Existing Campus Gross Square Footage 2,013,514**

- **Planned Gross Square Footage 2,332,249**

- **Total Future Gross Square Footage 4,345,763**
(Not including housing, parking decks, or opportunity sites)

The information above demonstrates that the planned capital projects would increase campus square footage to the target levels for 30,000 student enrollment (4,044,462, reference page 15). The planned capital projects are designated with letters on the attached diagrams. Additional project sites are identified as "opportunity sites" in the campus plan. These sites are numbered and are undesignated project sites that are available to build KSU programmatic space that has yet to be developed. Opportunity sites are described in detail and could add another 811,540 gross square feet to the KSU resident instruction space. The following phasing diagrams illustrate planned capital projects and also undesignated opportunity sites as described above.

Capital Projects:

As shown on the following diagrams, the following are planned capital project sites that will assist Kennesaw State University in increasing gross square footage to proper amounts. Cost estimates listed below are conservative and should be carefully evaluated during the planning process.

Opportunity Sites:

These sites are undesignated project sites that are available to build KSU programmatic space that has yet to be developed. The total square footage for Phase II and Phase III for these undesignated sites is 811,540 GSF, with an estimated construction cost of \$300,000,000.

Phase I: 2005 – 2010

This phase has been essentially completed and is only noted so that the 2006 Master Plan is still relevant. Phase I has been considered a success, and certain modifications are reflected in this report that are more up to date.

Phase II – Space Needs Summary – Capital Projects and Opportunity Sites

Phase II Capital Projects					
	Project	Floors	Floor Plate GSF	Total Building GSF	Total Project Budget
A	Art Museum	2	4,914	9,828	\$3,000,000
B	Education Classroom Facility	4	20,725	82,900	\$20,300,000
C	Academic Learning Center & Business Addition	5	40,028	200,140	\$64,000,000
E	Student Recreation & Activities Center	2	97,338	131,738	\$48,000,000
G	South Dining Hall	1.5	25,250	37,875	\$15,000,000
K	Early Learning Center (Town Point)	1	25,000	25,000	\$9,000,000
L	Student Center Expansion	6	41,615	249,690	\$88,000,000
M	Library Addition & Renovation	5	15,000	75,000	\$26,200,000
N1	Athletics Training & Administrative Addition	3	6,981	20,943	\$7,000,000
N2	Athletics Training & Administrative Addition	3	43,604	130,812	\$44,000,000
O	Tennis Building	2	2,090	4,180	\$1,400,000
	TOTAL		322,545	968,106	\$325,900,000

Phase II Opportunity Sites						
	Project	Potential Floors	Floor Plate GSF	Total Building GSF	Estimated Cost/GSF	ESTIMATED COST
1	Owl Drive Building Site	2	11,110	22,220	375	\$8,332,500
2	Site South of Central Parking Deck	2	22,320	44,640	400	\$17,856,000
3	Site West of Wilson	2	16,590	33,180	365	\$12,110,700
5	English Addition	2	8,500	17,000	366	\$6,222,000
6	Site North of Social Sciences	2	4,464	8,928	400	\$3,571,200
7	East Addition to Burruss	4	4,616	18,464	400	\$7,385,600
9	Site East of South Housing	3	21,000	63,000	365	\$2,299,500
10	Chastain Bridge/Deck Connection	2	7,500	15,000	365	\$5,475,000
11	Town Point Site	3	13,800	41,400	365	\$15,111,000
12	Town Point Site	3	10,875	32,625	365	\$11,903,558
	TOTAL		120,775	296,457		\$110,962,558

Phase II - Space Needs Summary – Student Housing and Campus Parking

Phase II Student Housing						
	Project	Floors	Floor Plate GSF	Total Building GSF	Bed Count	ESTIMATED COST (~56,541/BED)
F1	South Housing (Phase II)	3	61,719	185,157	451	\$25,500,000
F2	South Housing (Phase II)	6	22,225	66,675	340	\$19,100,000
J	North Housing (Phase II)	1	117,512	117,512	865 net	\$49,400,000
	TOTAL		201,456	369,344	1,656	\$94,000,000

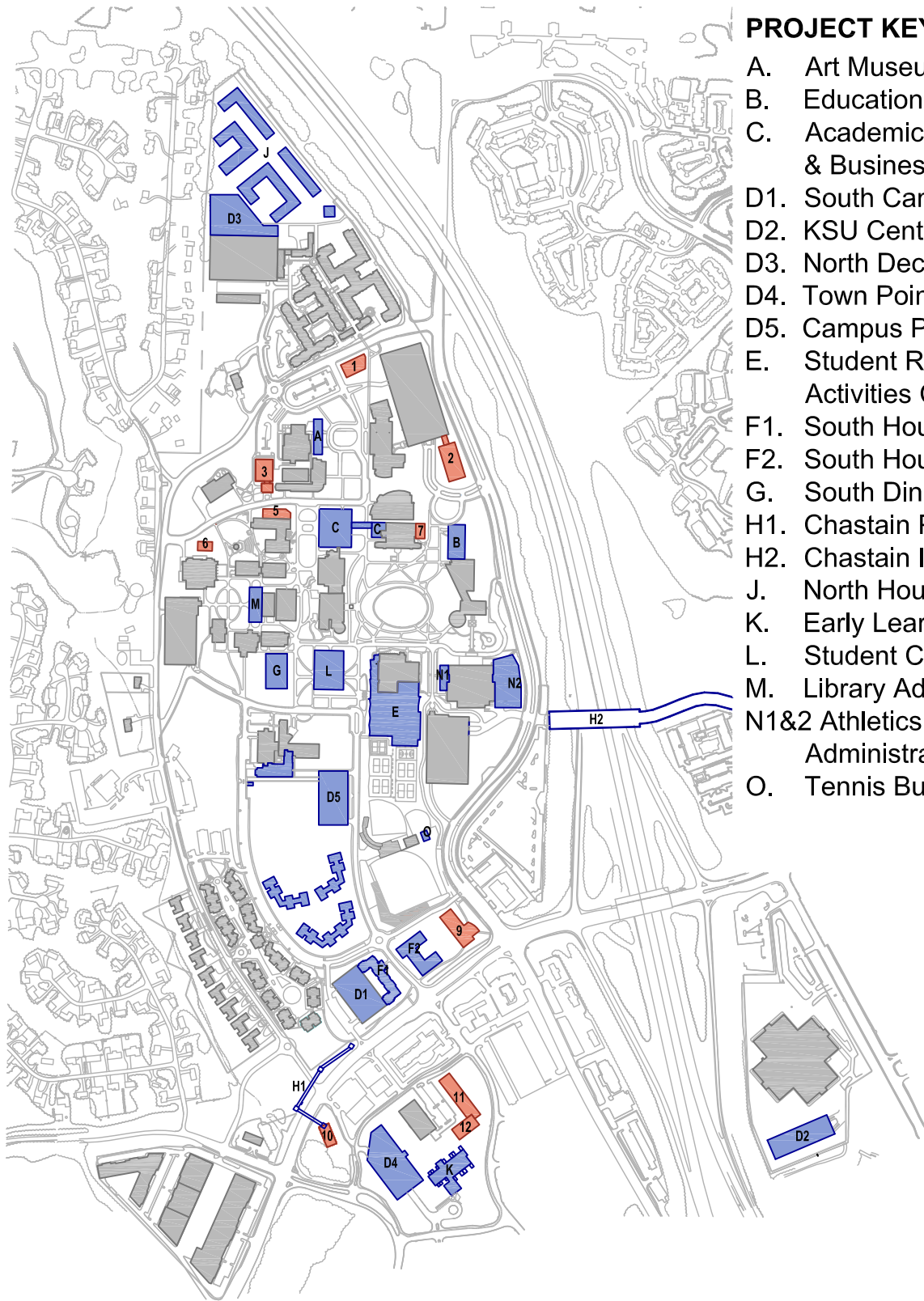
KSU's first campus housing opened in 2002 with the 700 bed University Place. The bed count for KSU student housing reached 3,527 in Fall of 2012 when University Place II opened. The addition of the above housing facilities will bring the total bed count to 5,153. The approximate construction cost for this additional housing will be \$94,000,000.00.

Phase II Campus Parking						
	Project	Floors	Floor Plate GSF	Total Building GSF	Parking Stall Count	EST COST (~17,124/STALL)
D1	South Campus Parking Deck (Phase II)	6	52,200	313,200	988	\$16,900,000
D2	KSU Center Parking Deck (Phase II)	8	70,000	560,000	1,767	\$30,100,000
D3	North Deck Expansion (Phase II)	6	64,677	388,062	1,224	\$20,900,000
D4	Town Point Deck (Phase II)	4	71,462	285,848	902	\$15,500,000
D5	Campus Parking Deck (Phase II)	6	52,872	317,232	1,001	\$17,300,000
D6	Southeast Parking Deck (Phase II)	6	81,422	488,532	1,541	\$26,300,000
	TOTAL		392,633	2,352,874	7,423	\$127,000,000

The existing number of parking spaces that will remain long term is 7310. This number does not include the surface parking that will be removed due to construction. The total parking count for the campus Master Plan is 16,031, which includes existing parking that will remain and proposed new decks. KSU may also acquire additional parking off campus, which would reduce the need for new parking decks. The total cost for these additional parking decks would be approximately \$127,000,000.00, which could be reduced dramatically if off-campus parking lots were acquired at a lower cost and campus shuttle operations are expanded.

PROJECT KEY

- A. Art Museum
- B. Education Classroom Facility
- C. Academic Learning Center & Business Addition
- D1. South Campus Deck
- D2. KSU Center Deck
- D3. North Deck Expansion
- D4. Town Point Deck
- D5. Campus Parking Deck
- E. Student Recreation & Activities Center
- F1. South Housing
- F2. South Housing
- G. South Dining Hall
- H1. Chastain Pedestrian Bridge
- H2. Chastain Interchange Relief
- J. North Housing
- K. Early Learning Center
- L. Student Center Expansion
- M. Library Addition & Renovation
- N1&2 Athletics Training & Administrative Addition
- O. Tennis Building



May 2012



PERKINS
+ WILL

Legend

-  Existing Facilities
-  Designated Project Site
-  Opportunity Site

Phase II:
Upcoming Designated
Project Sites

Kennesaw State University
Campus Master Plan

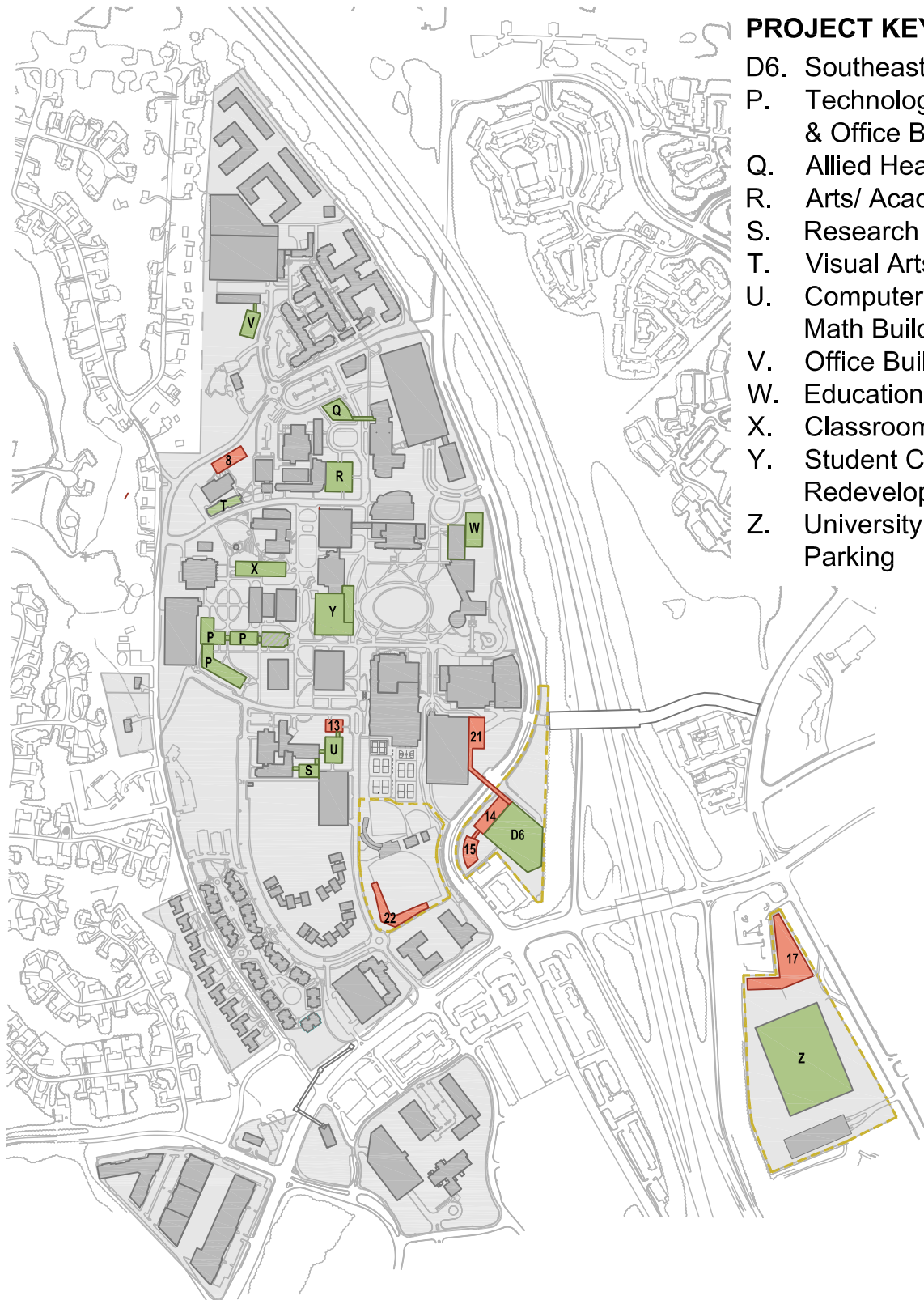
Phase III: Space Needs Summary – Capital Projects and Opportunity Sites

Phase III Capital Projects					
	Project	Floors	Floor Plate GSF	Total Building GSF	Total Project Budget
P	Technology Classroom & Office Building	5	54,757	273,785	\$95,000,000
Q	Allied Health Building	4	15,822	63,288	\$24,000,000
R	Arts/Academic Building	4	26,620	106,480	\$37,500,000
S	Research Lab Addition	5	9,828	49,140	\$20,000,000
T	Visual Arts Addition	3	20,197	60,591	\$22,000,000
U	Computer Science & Math Building	5	16,359	81,795	\$31,000,000
V	Office Building	2	12,755	25,510	\$9,000,000
W	Education Addition - Phase II	5	17,344	86,720	\$30,000,000
X	Classroom & Office Building	5	24,098	120,490	\$42,000,000
Y	Student Center Redevelopment	6	18,000	108,000	\$45,000,000
Z	University Expansion and Parking	2	194,172	388,344	\$114,000,000
	TOTAL		409,952	1,364,143	\$469,500,000

Phase III Opportunity Sites						
	Project	Potential Floors	Floor Plate GSF	Total Building GSF	Estimated Cost/GSF	ESTIMATED COST
8	Site North of Visual Arts	3	13,572	40,716	368	\$14,983,488
13	Computer Science Adjacent Building	4	6,500	26,000	400	\$10,400,000
14	Site at East Parking Lot (N)	4	17,038	68,152	365	\$24,875,480
15	Site at East Parking Lot (S)	3	12,557	37,671	365	\$13,749,915
17	Site North of KSU Center/Expansion	4	60,734	242,936	365	\$88,671,640
21	Site East of East Parking Deck	3	25,881	77,643	365	\$28,339,695
22	Site South of Baseball Field	1	21,965	21,965	365	\$8,017,225
	TOTAL		158,247	515,083		\$189,037,442

PROJECT KEY

- D6. Southeast Parking Deck
- P. Technology Classroom & Office Building
- Q. Allied Health Building
- R. Arts/ Academic Building
- S. Research Lab Addition
- T. Visual Arts Addition
- U. Computer Science & Math Building
- V. Office Building
- W. Education Addition - Phase II
- X. Classroom & Office Building
- Y. Student Center Redevelopment
- Z. University Expansion and Parking



JULY 2012



**PERKINS
+ WILL**

Legend

- After Phase II Existing Facilities
- After Phase II Designated Project Site
- Opportunity Site
- Future Development Zone

**Phase III:
Recommended Project Sites**

Kennesaw State University
Campus Master Plan

The implementation plan described in this report will evolve as future planning and funding occurs. The intent of Kennesaw State University's Master Plan is to allow for phasing and continuous improvement, while providing a framework for future development and growth. The total cost for all projects identified in this report is estimated at **\$1,316,400,000.00** (including planned capital projects, opportunity sites, housing, and parking decks.) This amount does not include additional land or major athletics projects that are likely to be developed in the future.

	Phase II Square Feet	Phase II Estimated Cost	Phase III Square Feet	Phase III Estimated Cost	TOTAL Square Feet	Total Estimated Costs
CAPITAL PROJECTS	968,106	\$325,900,000	1,364,143	\$469,500,000	2,332,249	\$795,400,000
OPPORTUNITY SITES	296,457	\$110,962,558	515,083	\$189,037,442	811,540	\$300,000,000
HOUSING SF/Beds	369,344 1656 beds	\$94,000,000			369,344 1656 beds	\$94,000,000
PARKING SF/Stalls	2,352,874 7423 stalls	\$127,000,000			2,352,874 7423 stalls	\$127,000,000
TOTALS	3,986,781	\$657,862,558	1,879,226	\$658,537,442	5,866,007	\$1,316,400,000

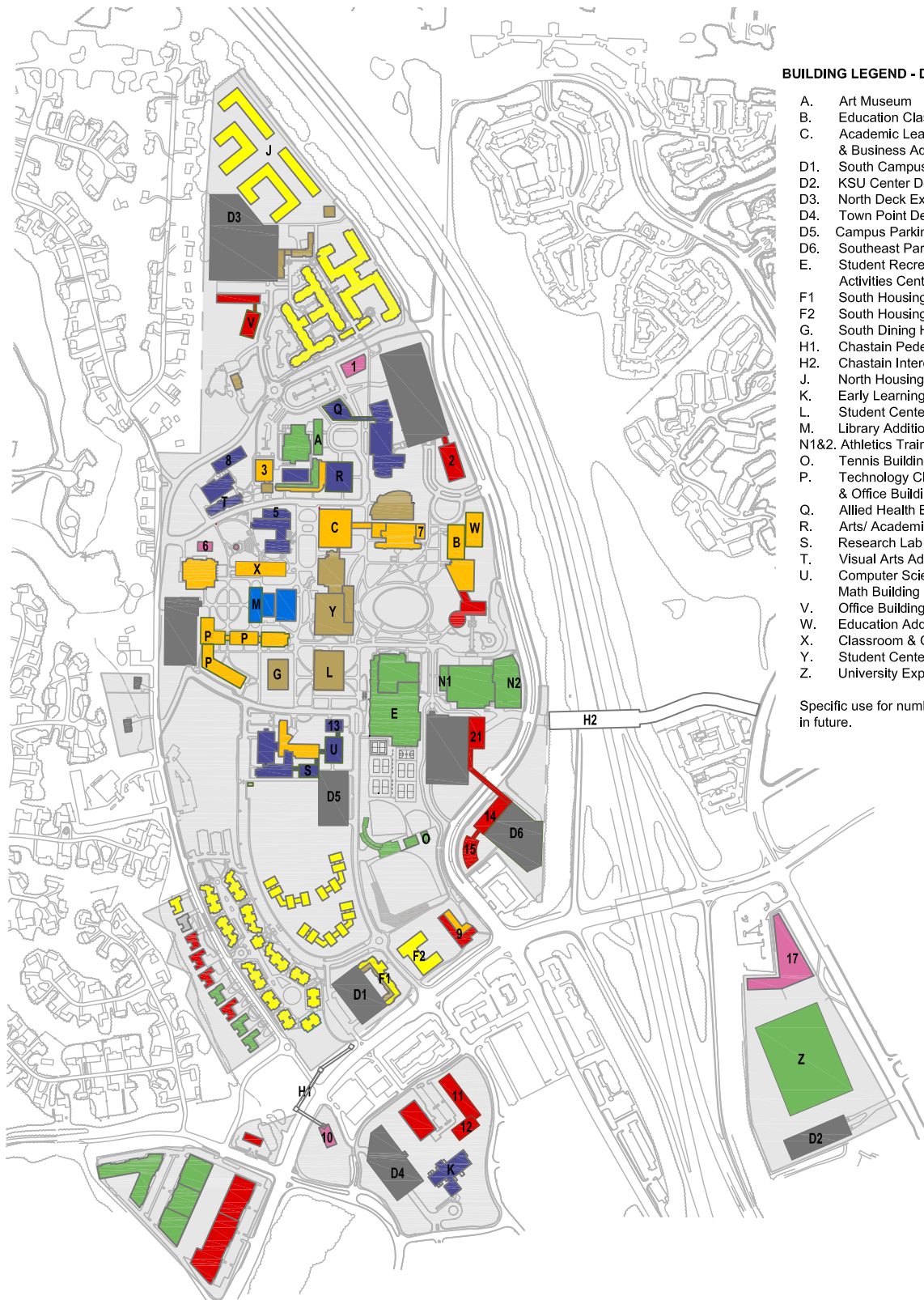
The following page illustrates the primary use and lists each project that has been planned for the core campus. Suggested plans are also included for Chastain Pointe, Town Point, and KSU Center even though more detailed plans will likely be produced for these sites. The undesignated opportunity sites are also included since new programs and needs continue to be developed as KSU continues to grow in size and stature.

A special thanks to all of the many people and committees who have provided information, opinions, and ideas to help create this planning document. Krisan Osterby with Perkins + Will met with various campus groups and was instrumental in this effort. John Anderson and Jenny Morris also played a major role as the campus staff assigned to this project. For additional information please contact the KSU Facility Planning and Design Services office at 770-499-3602 or visit the Kennesaw State University™ website at <http://www.kennesaw.edu/>

BUILDING LEGEND - DESIGNATED PROJECT SITES

- A. Art Museum
- B. Education Classroom Facility
- C. Academic Learning Center & Business Addition
- D1. South Campus Deck
- D2. KSU Center Deck
- D3. North Deck Expansion
- D4. Town Point Deck
- D5. Campus Parking Deck
- D6. Southeast Parking Deck
- E. Student Recreation & Activities Center
- F1. South Housing
- F2. South Housing
- G. South Dining Hall
- H1. Chastain Pedestrian Bridge
- H2. Chastain Interchange Relief
- J. North Housing
- K. Early Learning Center
- L. Student Center Expansion
- M. Library Addition & Renovation
- N1&2. Athletics Training & Administrative Addition
- O. Tennis Building
- P. Technology Classroom & Office Building
- Q. Allied Health Building
- R. Arts/ Academic Building
- S. Research Lab Addition
- T. Visual Arts Addition
- U. Computer Science & Math Building
- V. Office Building
- W. Education Addition - Phase II
- X. Classroom & Office Building
- Y. Student Center Redevelopment
- Z. University Expansion and Parking

Specific use for numbered locations to be identified in future.











May 2012



**PERKINS
+ WILL**

Legend

- | | |
|---|---|
|  Classroom |  General Use |
|  Laboratory |  Support |
|  Office |  Health Care |
|  Library / Study |  Residence |
|  Special Use |  Unassigned |

Primary Building Use

Kennesaw State University
Campus Master Plan



July 2012



PERKINS
+ WILL

Legend

-  Existing Facilities
-  Future Buildings
-  Parking Structures
-  Future Parking Structures
-  Future Bridge
- Future Multi-Use Trail

Recommended Project Sites

Kennesaw State University
Campus Master Plan

Exhibit A

KSU 2012 MASTER PLAN COMMITTEES

STEERING COMMITTEE

Dr. Dan Papp – President – Kennesaw State University
 Dr. Ken Harmon – Provost & VP for Academic Affairs
 Dr. Randy Hinds – VP for Operations, Chief Information Officer & CBO
 Dr. Jerome Ratchford –VP for Student Success & Enrollment
 Mike Harders – VP for University Advancement
 Dr. Flora Devine – University Attorney & Special Assistant to the President
 Ms. Arlethia Perry-Johnson – Special Assistant to President of External Affairs
 Dr. Jorge Perez, Executive Assistant to President
 Dr. Erik Malewski – Chief Diversity Office
 Vaughn Williams – Athletics Director
 Ms. Lynda Johnson – Executive Assistant to the President

WORKING COMMITTEE

John Anderson – AVP – Facilities
 Bob Heflin – Real Estate Manager
 Ralph Rascati – Associate VP for Academic Affairs
 Jenny Morris – Space Coordinator
 Ed Rugg – Executive Director – Enterprise Information Management
 Chris Ziegler – Faculty Senate President
 Connie Engel – KSU Foundation Trustee

ACADEMIC AFFAIRS COMMITTEE

Dr. Ken Harmon– Provost & VP for Academic Affairs
 Dr. Teresa Joyce, Associate Provost
 Dr. Ralph Rascati – Associate VP for Academic Affairs
 Joe Meeks – Dean, College of the Arts
 Dr. Katherine Schwaig, Dean, College of Business
 Dr. Arlinda Eaton – Dean, College of Education
 Dr. Richard Sowell – Dean, College of Health & Human Services
 Dr. Richard Vengroff – Dean, College of Humanities and Social Science
 Dr. Ron Matson – Dean, College of Science & Mathematics
 Barbara Calhoun – Dean, Continuing Education
 Dr. Charles Amlaner, Vice President for Research and Dean, Graduate College (07/01/09)
 Dr. R. C. Paul – Director of Sustainability and Professor of Biology
 Kevin Gwaltney – President Elect of Faculty Senate
 Gary Lewis – Director, On-Line Learning Services
 Dave Evans – Director, Library

Exhibit A - KSU 2012 Master Plan Committees
Continued

CAMPUS LIFE COMMITTEE

Joe Head – Assistant VP & Dean of Enrollment
Karen Paonessa – AVP University Development and Foundation Programs
Kathy Alday – Director, Student Life
Joan Duncan – Director, Special Events
Michael Sanseviro – Director, Residence Life
Faye Silverman – Director, Auxiliary Services
Tara Parker – Associate Director, Intramurals
Kathy Rechsteiner – Staff Senate President
Wayne Dennison – Administrative Senate President
Daniel Street, President, KSU Student Government Association
Darius Robinson, KSU Student Government Association

OPERATIONS COMMITTEE

Dr. Randy Hinds, Vice President for Operations, CIO, CBO
Ashok Roy, AVP, Financial Services
Dawn Gamadani, Director, Budget and Planning
Rod Bossert, AVP, Human Resources
Bob Lang, AVP, Strategic Security & Safety
Susan Dalton, Controller, Business Services
John Isenhour, Chief Technology Officer & Information Systems Architect
Gerald Donaldson, Director, Environmental Health & Safety
Lectra Lawhorne, Director, Information Technology Services
Karl Aldag – Director, Multi-Media Development Group
Jodie Sweat, Director, Plant Operations
Ted Cochran, Director, Public Safety or Kemper Anderson, Assistant Director, Public Safety
Beth Tindel, Assistant Director, Parking Operations
Glenn La Vine, Assistant Director, Planning & Design Services

Exhibit A - KSU 2012 Master Plan Committees
Continued

LIBRARY COMMITTEE

Dr. Jorge Perez, Executive Assistant to President
 Bob Williams, AVP Library Operations
 Dave Evans, Director of the Library
 Tammy Livingston, Director of Archives
 Karl Aldag, Director of MDG
 Lectra Lawhorn, Director of Information Technology
 Gary Lewis, Director of On Line Learning Services
 Dan Paracka, Director of International Services & Programs
 Tom Scott, Professor of History
 Martha Bowden, Professor of English
 Kathy Alday, Director of Student Life Center
 Faye Silverman, Director of Auxiliary Services and Programs
 Stephen Shull, Director of Development, College of Humanities & Social Sciences
 Daniel Street, Student Government Association
 Tracey Carter, Graduate Student Association
 Heather Hayes, RHA President
 Stefani Grunewald, KSU Student

OTHER GROUPS THAT REVIEW THE MASTER PLAN UPDATE

Parking Committee
 Student Government
 KSU Foundation
 Neighborhood/Community Group
 Outside Consultants/Design Charette
 Facilities Staff
 Environmental Concerns Committee
 Board of Regents Staff
 Athletics Planning Committee
 Audio Visual Technology Services T
 President's Planning and Budget Advisory Committee
 Faculty Senate
 Community Advisory Board
 Staff Senate
 Administrative Senate
 Various academic classes and college committees

Exhibit B - KSU Master Plan Presentations

DATE	TIME	GROUP	LOCATION
May 15, 2012	9:00 AM	Steering Committee (Cabinet) Campus Master Plan presented for final approval. Implementation and migration plan presented.	Kennesaw Hall Boardroom
November 28, 2011	9:00 AM	Facilities/ AVTS Staff	KSU Center 462
October 31, 2011	2:00 PM	President's Planning and Budget Advisory Committee	Kennesaw Hall
August 30, 2011	9:00 AM	Development Staff	KSU Center 402
June 10, 2011	8:30 AM	Athletics	Bailey Building
June 15, 2011	10:00 AM	Facilities Staff	KSU Center 400
February 25, 2011	9:30 AM	KSU Foundation	Chastain Pointe Suite 105
January 24, 2011	3:30 PM	Faculty Senate	Burruss 269
January 25, 2011	1:45 PM	Dr. Papp/Community Advisory Board	Kennesaw Hall
December 1, 2010	10:00 AM	President's Planning and Budget Advisory Committee	Kennesaw Hall
October 13, 2010	3:15 PM	Garrett Smith/CHSS Class	Social Sciences 2030
October 7, 2010	3:15 PM	Student Government Association	Student Center University Rooms
August 10, 2010	3:00 PM	Dr. Ken Harmon, KSU Provost	Harmon Office
August 20, 2010	2:30 PM	Norm Radow	Radow Office
August 12, 2010	9:00 AM	College of Science/Math Faculty/Staff	Science 109
August 2, 2010	10:00 AM	Facilities - all staff	KSU Center 300
April 26, 2010	2:00 PM	Football Exploratory Committee	Town Point 4040
March 30, 2010	9:00 AM	Steering Committee (Cabinet)	Kennesaw Hall Boardroom
February 8, 2010	2:30 PM	Foundation	Town Point 4040
February 1, 2010	10:00 AM	Working Committee	Chastain Pointe Suite 105
Jan. 19, 2010	10:00 AM	Staff Senate	Student Center Staff Lounge
Jan. 12, 2010	10:30 AM	Admin Senate	Student Center Rooms CDE
Dec. 17, 2009	10:00 AM	Campus Life Committee	Chastain Pointe Suite 105

Exhibit B - KSU Master Plan Presentations

DATE	TIME	GROUP	LOCATION
Dec. 10, 2009	3:00 PM	Academic Affairs Committee	Kennesaw Hall 4427
Dec. 7, 2009	12:45 PM	Operations Committee	Chastain Pointe Suite 105
Nov. 19, 2010	5:30 PM	Neighborhood Committee	Chastain Pointe Suite 105
Nov. 19, 2009	2:00 PM	Parking Committee	Student Center Staff Lounge
Oct. 13, 2009	3:30 PM	Chris Ziegler (KSU) & Krisann Osterby (P-W)	Chastain Pointe Suite 105
Oct. 13, 2009	2:30 PM	Dr. Ed Rugg, KSU	Chastain Pointe Suite 105
Oct. 13, 2009	9:00 AM	Steering Committee (Cabinet) with Krisann Osterby (Perkins-Will)	Kennesaw Hall Boardroom
Sept. 17, 2009	3:30 PM	Student Government Association	Student Center Staff Lounge
Sept. 1, 2009	4:15 PM	Bob Heflin, KSU Foundation	Town Point
Sept. 1, 2009	3:00 PM	Dr. Lendley Black, KSU Provost	Kennesaw Hall
Sept. 1, 2009	2:00 PM	Dr. Ralph Rascati, KSU	University College
Sept. 1, 2009	9:00 AM	John Anderson (KSU), Krisann Osterby (P-W), and Alan Travis (BOR)	BOR Office
Aug. 13, 2009	9:30 AM	College of Science/Math Faculty/Staff	Science109
July 28, 2009	9:00 AM	Steering Committee	Kennesaw Hall Boardroom
July 24, 2009	10:00 AM	Campus Life Committee	Chastain Pointe Suite 105
July 20, 2009	1:30 PM	Library Committee	Chastain Pointe Suite 105
July 20, 2009	10:00 AM	Operations Committee	Chastain Pointe Suite 105
July 9, 2009	9:00 AM	Academic Affairs Committee	Kennesaw Hall
May 27, 2009	3:00 PM	Working Committee	Chastain Pointe Suite 105
April 29, 2009	3:30 PM	Dean Sowell & Direct Reports	House 53
Mar. 12, 2009	1:30 PM	Pre Meeting: John Anderson, Ralph Rascati, Ed Rugg	Town Point